

M. M. SHEVCHENKO, S. V. KLEPIKOVA

PERSPECTIVES OF UKRAINIAN-POLISH ECONOMIC COOPERATION

Discusses the results of the studies of external economic relations of Ukraine and Poland in the years 2003-2015. Offers recommendations for the development of bilateral economic relations at the state level, regions and enterprises.

Key words: international business, cooperation, globalization, joint ventures, integration

Introduction. The dynamic development of globalization means an increasing integration of countries, regions and companies. To enhance the competitiveness and strengthening of business positions business on the international level, countries form economic agreements, creating and developing major transnational organisms (European Union, NAFTA, ASEAN), most often in the system of neighbouring countries or regions. These organizations take the form agreements on the global dimension (World Trade Organization, the World Health organization) or transboundary (Euroregiony). Important role in integration and cooperation play transnational companies, creating a kind of "network" of businesses worldwide using solutions, technologies and culture of different countries.

Goals and objectives of the study. The aim of the research is generalization of theoretical principles and development of practical recommendations in the field of development of economic cooperation between enterprises of Ukraine and Poland. To achieve this, the tasks are:

- explanation of the current state of economic cooperation between Ukraine and Poland in the framework of integration initiatives of the European Union;
- consideration of threats and barriers to bilateral economic cooperation between enterprises of Ukraine and Poland;
- the characteristic of cooperation of Polish entities with Ukrainian enterprises on the basis of own empirical research.

The object of study is the process of managing the overall economic activities of enterprises in Poland and Ukraine.

Chapter 1. The development of economic relations between Poland and Ukraine is determined by many factors: economic, political, geographical and cultural. The proximity of geographical location, good condition of political relations, as well as similar experiences associated with the transformation system created a favourable climate for development of these relations.

A factor that significantly affected the state of bilateral relations was Poland's accession to the European Union. It is worth noting that in recent years there have appeared many works of Ukrainian scientists as well as researchers from CIS countries, concerning the international cooperation of economic actors. These are works by I. Repin, V. Zuczkowej, V. Miszenki, B. Vinter, V. Chrucki and others. They consider individual issues, areas of cooperation, involving Ukrainian enterprises, conditions and nature of economic cooperation in Ukraine

and in the world.

The experience of Western companies defined by such researchers as M. Porter, P. Drucker, J. Lambin, P. Krugman, A. Thompson, are only partially useful for Ukrainian companies because of special features of social environment of the modern Ukrainian economy, which differ substantially from the conditions of doing business in Western countries.

Research by Polish authors Moravian K., I. Niemczyckiego, B. Stepien, M. Gorynia, T. Gołębiewskiego, M. Dudzika, Lewandowskiej M., M. Witek-Hayduk, containing the questions of cooperation and business strategies in international environment, are extremely valuable from the point of view of developing of joint actions and economic cooperation of enterprises in Poland and Ukraine.

The internationalization of the economy means the development of international relations between relatively autonomous national economies and enterprises. This process is quantitative, concerning the growth of foreign trade and capital movements. Globalization, however, contains geographical extension of international economic relations, as well as functional integration of distributed worldwide activity that leads to increased interdependence and the transition from indirect to direct forms of communications.

European countries are characterized by diversity due to social and economic development. Because of this there were created the international institutions tasked with policy coordination at the regional level.

Cooperation of Poland and Ukraine was held within the framework of the following organizations: Central Europe Initiative (ISA), Visegrad Group, Eastern Partnership.

1) Central Europe Initiative (ISA). Central Europe Initiative was established in may 1989 as Quadrangone, initially uniting Austria, Yugoslavia, Hungary and Italy. Later members were joined by Czechoslovakia and a year later, Poland. After the collapse of Czechoslovakia and Yugoslavia and the adoption of the countries that emerged in their place arose Central European initiative, which brings together currently: Albania, Austria, Belarus, Bosnia-Herzegovina, Bulgaria, Croatia, Czech Republic, Macedonia, Moldova, Poland, Romania, Slovakia, Slovenia, Ukraine, Hungary and Italy. The main objectives of ISE is to strengthen cooperation among members, cooperation, economic, cultural, scientific-technical and strengthening participation in integration [1]. The organization operates in a political, economic spheres, and directed the task, mainly by creating

relationships between individual markets, as well as infrastructure development.

2) Visegrad Group - regional agreement, signed in 1991 between Poland, Czechoslovakia and Hungary (Triangle Wyszehradzki) and on the basis of the Declaration on cooperation. Set the terms of cooperation, economic and political, the aim of which should be the pursuit of European integration. After the division of Czechoslovakia into the Czech Republic and Slovakia formed a Quadrangle Visegrad. In 1993 the Group was joined by Slovenia. This year, an agreement between members of the Visegrad group of Central European free trade area.

From today's point of view can be judged that the main objectives of this cooperation have been implemented successfully. Collaboration of Visegrad Group with other countries is extremely beneficial. In the last 10 years, Poland, Hungary, the Czech Republic and Slovakia led a variety of policy towards Ukraine.

The subsequent government of Poland, was aimed at deepening the relations with the neighbors, for the construction of a security zone along the state borders. The symbol of the special nature of the relations of the Polish-Ukrainian was the recognition of both States in the status of a strategic partner.

The Poland government is now trying to support the "European choice" of Ukraine, by popularizing among others EU states the so-called open door policy, which is aimed to create the prospect of membership for Ukraine.

The program of the Polish presidency in the Group of Visegrad was in a period of very rapidly evolving situation in the European Union and in the world caused by the global economic crisis. The dialogue Wyszehradzki during the Polish presidency of the Group was carried out very intensively. Consultations were organized not only devoted to the form of the Eastern Partnership, but also with countries which can be beneficiaries, such as Belarus, Moldova and Ukraine [2].

3) The Eastern partnership (EAP) – a program that determines the size of the Eastern policy of the European Union in the framework of the European Neighbourhood Policy. The project Partnership was initiated by the actions of Polish diplomacy, supported by Sweden. The program was opened in Prague in 2009.

The Eastern partnership envisages strengthening of cooperation with Belarus, Ukraine, Moldova, Georgia, Azerbaijan and Armenia. Eastern Partnership was established with the purpose of rapprochement and deepening of cooperation of the States of Eastern Europe and South Caucasus with the European Union. With the assumptions, the main objectives of the EAP is the establishment of a political Union, the creation of in-depth and strengthened free trade zones, as well as to lead to cancellation of the visa regime.

Chapter 2. The changes that occurred in Polish politics of the region after its accession to the EU, has had limited impact on trade. Change of customs tariffs in imports was relatively small, a greater impact on the exchange had anti-dumping measures and quotas, used in the EU.

The joint efforts are aimed at achieving sustainable and balanced socio-economic development of Poland and Ukraine and support the economy of the country on the path of high economic growth. Significant threats to the bilateral economic cooperation are as follows:

– Ukraine's motion toward soft authoritarianism;
– the position of the elites governing the country, who, seeing the need and the necessity of reforming the state, seek to preserve the status quo;

– constant danger of a deep economic crisis in Ukraine. Lack of commitment at government level to undertake the necessary reforms and the initiation of the modernization projects may in the short term reduce economic performance.

– all often speak about the "crisis of confidence" in Ukraine's relations with the EU.

Market access barriers to and the problems of enterprises are the following:

1) Ukrainian protective behavior and anti-dumping.

2) Barriers in the sphere of legislation of Ukraine related to the VAT refund.

3) Difficulties with the investigation of financial claims.

4) Difficulties in the implementation of customs clearance of goods imported to Ukraine.

5) Onerous tax audit. Polish companies operating in Ukraine, reported very frequent and diligent practice of monitoring business activities, mainly from tax offices, which hinder entrepreneurial activity.

During 2014-2015 years there was conducted research with the participation of experts from Polish Ministry of Economics and Polish enterprises. From the results of studies of two groups of the respondents, it is apparent that the most important condition for effective economic cooperation is trust to the partner. For company representatives trust is of much higher value than for the representatives of the Ministry, as well as stability conditions of cooperation (second place) and advanced cooperation with international enterprises (fourth place in the ranking of importance). This result suggests that early business experience allows us to respond more effectively to unexpected changes in the external environment.

Effective collaboration, according to a group of representatives of the Ministry ensure full transparency and disclosure of ways of acting (second place in the ranking of importance) and personal knowledge of professionals responsible for a certain action (third place). According to this group, an important factor contributing to good cooperation, is personal acquaintance with the representatives of the collaborating companies, which helps to engage more effectively with partner business interests.

Cultural differences between the subjects generally rated as less important factors for effective cooperation.

The next part of the study was related to the question of barriers and challenges related to the cooperation between enterprises of Ukraine and Poland. From the point of view of all respondents the most important problems of economic cooperation of the enterprises of Ukraine and Poland are: the negative experience of cooperation, lack of trust to partners, fear of non-

compliance of contract conditions, delays in shipments and the realization of supply, the lack of compatibility of production processes, fear of dependence on their partner, information flow, inadequate system monitoring/process control, language barriers.

Chapter 3. The data analyzed above allow us to conclude that the effective and dynamically developing cooperation between enterprises of Ukraine and Poland depends on development of mutually beneficial economic relations at the levels of national authorities, regional authorities and enterprises of the two countries.

Priorities for joint action are:

- cooperation between national authorities, regional and local, aimed to coordination of joint actions in economic, social and political spheres;
- development of interregional cooperation of Polish voivodships and regions of Ukraine, as well as improving the efficiency of regional development;
- strengthening the competitiveness of enterprises and increase of employment;
- support of the joint ventures;
- cooperation, scientific and technical research between organizations together with investors and entrepreneurs;
- creating structures of business information;
- the quest for tolerance despite the diversity of partners.

Cooperation between national authorities should be directed to:

- 1) the use of the economic potential for strengthening economic relations;
- 2) design, construction, overhaul, modernization in the field of technical and technological objects, business entities of both States;
- 3) cooperation in the implementation of projects in the field of oil, gas, electricity, and transport infrastructure and signalling.
- 4) cooperation in the field of certification and standardization;
- 5) the implementation of mechanisms related to funding, insurance and guarantees for economic projects;
- 6) development of consulting, legal, banking and technical services, including support of the implementation of investment projects on the territories of Ukraine and Poland;
- 7) the initiation and promotion of various forms of contacts, exchange of experts, training, participation in fairs and exhibitions, economic missions and promotional events.

Cooperation at the regional level, despite its high activity in respect of signed agreements and arrangements, is formal and often is not effectively translated into action. Opportunities for developing economic cooperation at the level of voivodships in Poland and regions of Ukraine are the following:

- development of international contacts of enterprises and increase their awareness to compete based on knowledge and new technologies;
- development of cooperation between educational and scientific institutions; economic activity of population;
- access to external funds, including EU aid;
- development of joint programmes, development of business infrastructure and related services (business incubators, technology parks);
- organization of joint enterprises, joint participation in international seminars, conferences, exhibitions.

Conclusion. Both theoretical and empirical analysis shows that international cooperation should be seen as a way to improve their competitiveness through nonaggressive, but also rational use of valuable resources, partners, expand their competencies, skills, and controls specific knowledge, through which manufactured articles are desired customers.

The fact of cooperation does not guarantee any of the anticipated benefits under the influence of many factors, both internal and external. From the survey, we are dealing with a crisis of trust in business relations of enterprises of Ukraine and Poland, and it creates a good environment for the development of sustainable economic relations. Trust is an important factor in the development of effective cooperation, but the nature and frequency of contacts between partners at this stage does not contribute to its construction.

Process of economic cooperation is a common desire to achieve individual goals, increases the compatibility of partners, and also helps to achieve satisfaction from relationships built on levels of national authorities, regional authorities and enterprises of Ukraine and Poland.

Bibliography: 1. Analiza sytuacji gospodarczej Polski w 2012 r. Warszawa, Ministerstwo gospodarki, 2013. 2. A. Szeptycki „Ukraina i Unia Europejska: Od Brestu po Don”, Polski Przegląd Dyplomatyczny, nr 26, Polski Instytut Spraw Międzynarodowych, Warszawa, 2006. 3. Gołębowski T., Dudzik M., Lewandowska M., Witek-Hajduk M. Modele biznesu polskich przedsiębiorstw, Oficjalna Wydawnicza Szkoły Głównej Handlowej, Warszawa, 2008.

Received 18.12.2015

Відомості про авторів / About the Authors

Shevchenko Maryna Mykolaivna – Candidate of Technical Sciences (Ph. D.), Docent, National Technical University "Kharkiv Polytechnic Institute", Associate Professor at the Department of Foreign-economic Activity and Finances; tel.: (057) 303-17-28; e-mail: bk@mail.ru.

Шевченко Марина Миколаївна – кандидат економічних наук, Національний технічний університет «Харківський політехнічний інститут», доцент кафедри менеджменту зовнішньоекономічної діяльності та фінансів, тел.: (057) 303-17-28; e-mail: bk@mail.ru.

Klepikova Svetlana – National Technical University "Kharkiv Polytechnic Institute", Lecturer Department International Management and Finance, тел.: (057) 704-25-10; e-mail: klepikovasv@yandex.ru

Клепикова Світлана Володимирівна – Національний технічний університет «Харківський політехнічний інститут», ст. викладач кафедри менеджменту зовнішньоекономічної діяльності та фінансів, тел.: (057) 704-25-10; e-mail: klepikovasv@yandex.ru